



STRATEGIC BUSINESS PLAN QUARTERLY KPI REPORT

**FOR: FISCAL YEAR 2017 THROUGH DECEMBER
(JULY 2016 THROUGH DECEMBER 2016)**



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SAFETY & SECURITY

VEHICLE, PASSENGER & STATION INCIDENTS



FY2017 YEAR TO DATE (THROUGH DEC)

THRU DEC: FY2017

- VEHICLE INCIDENTS: 2,209
- TOTAL MILEAGE: 42,760,178
- VEHICLE INCIDENTS PER 100K MI: 5.17

THRU DEC: FY2017

- PASSENGER INCIDENTS: 1,678
- TOTAL MILEAGE: 42,760,178
- PASSENGER INCIDENTS PER 100K MI: 3.92

THRU DEC: FY2017

- STATION INCIDENTS: 29
- TOTAL RAIL RIDERSHIP: 63,509,282
- PASSENGER INCIDENTS PER 100K MI: 0.46

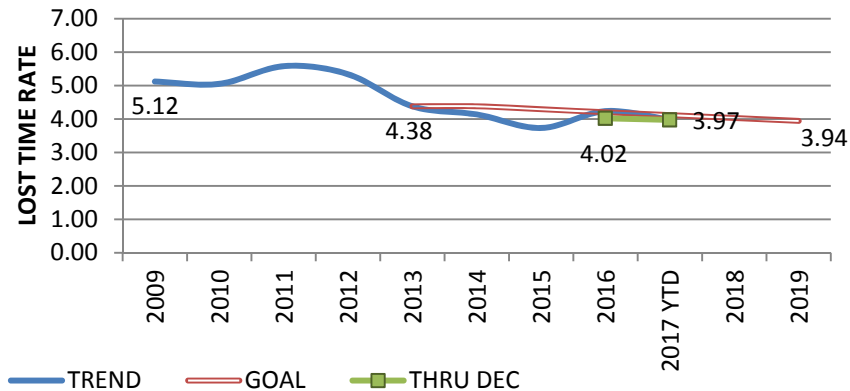
- **NOTE:** Trend Line Removed from Report.
- A New Data Source Has Been Made Available; Baseline and Reported Numbers Will Be Reset in Future Reports Based on This New Data

SAFETY & SECURITY

LOST TIME



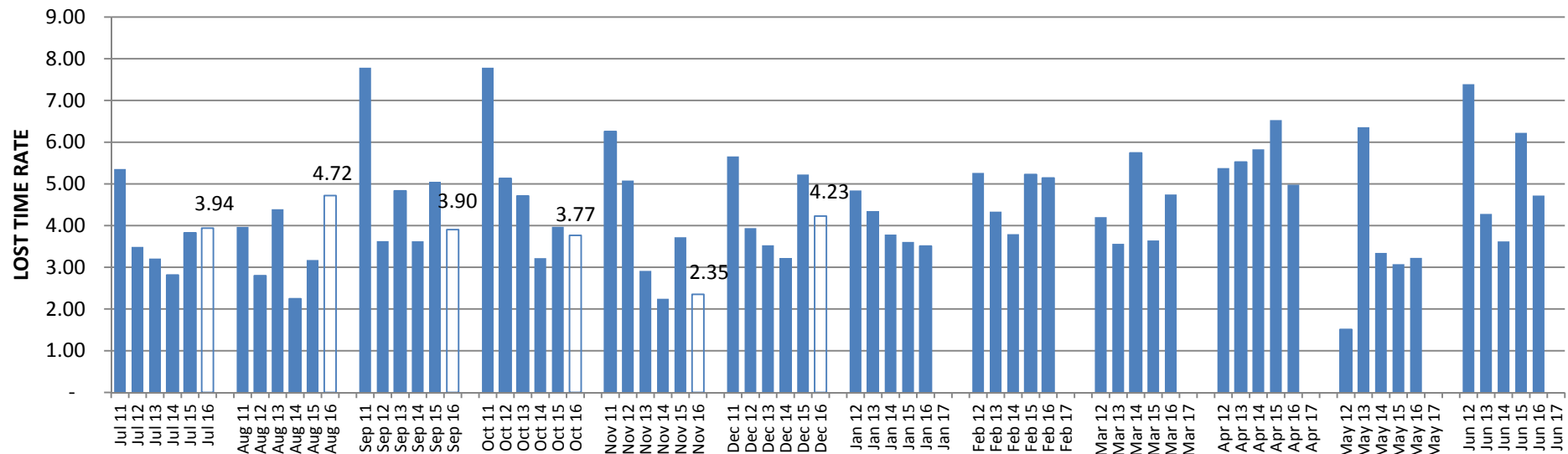
EMPLOYEE LOST-TIME PER 200,000 HOURS



FY2017 YEAR TO DATE (THROUGH DEC)

THRU DEC:	FY2017	FY2016
➤ EMPLOYEE LOST TIME INJURIES:	183	197
➤ EMPLOYEE WORK HOURS:	9,212,863	9,798,480
➤ LOST TIME PER 200K HOURS:	3.97	4.02

LOST-TIME RATE BY MONTH



Source: SEPTA System Safety, Via Workers Compensation Database

SEPTA STAT KPI – THRU DEC 2016

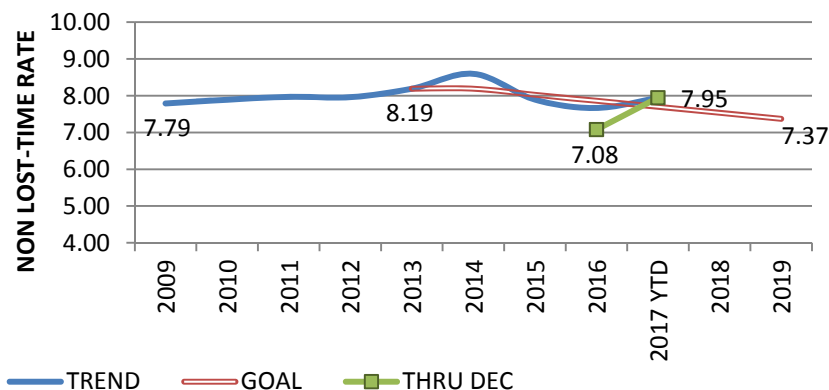
SAFETY & SECURITY

NON LOST TIME



EMPLOYEE NON LOST-TIME PER 200,000 HOURS

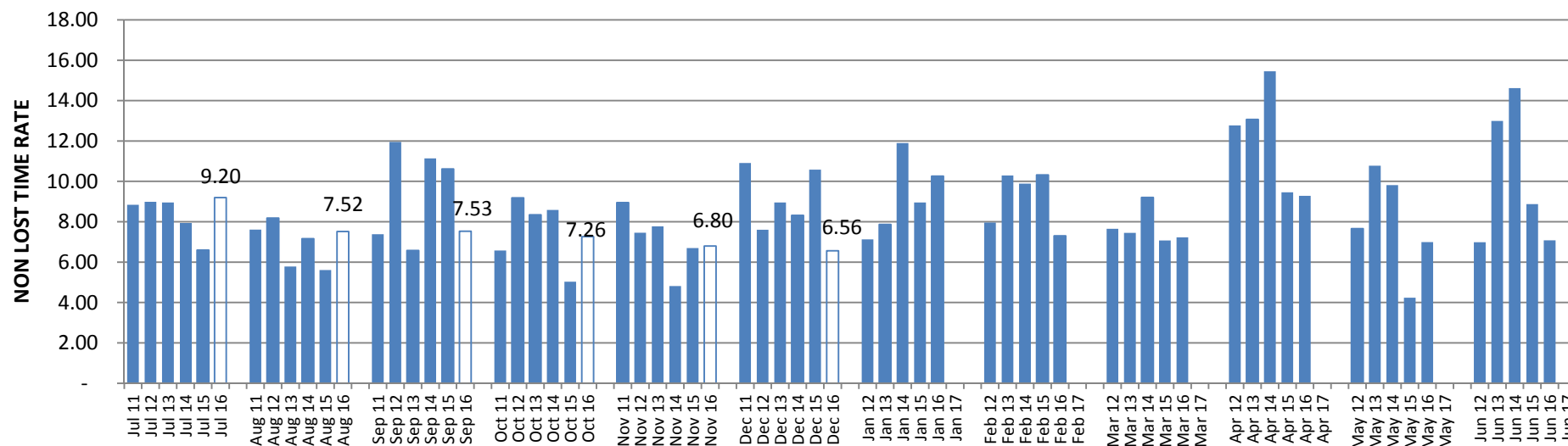
FY2017 YEAR TO DATE (THROUGH DEC)



THRU DEC: FY2017 FY2016

➤ EMPLOYEE NON LOST TIME INJURIES:	366	347
➤ EMPLOYEE WORK HOURS:	9,212,863	9,798,480
➤ NON LOST TIME PER 200K HOURS:	7.95	7.08

NON LOST TIME RATE BY MONTH



Source: SEPTA System Safety, Via Workers Compensation Database

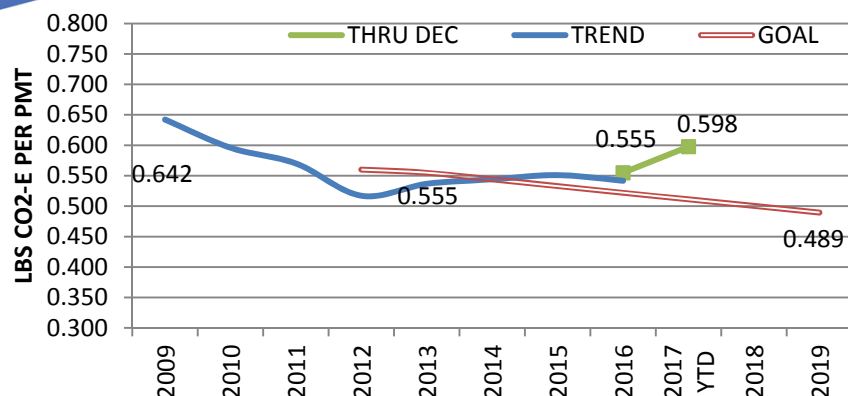
SEPTA STAT KPI – THRU DEC 2016

RESOURCE MANAGEMENT

CARBON FOOTPRINT



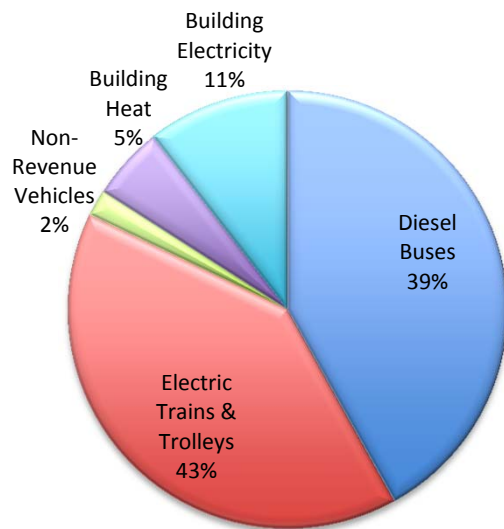
CARBON FOOTPRINT



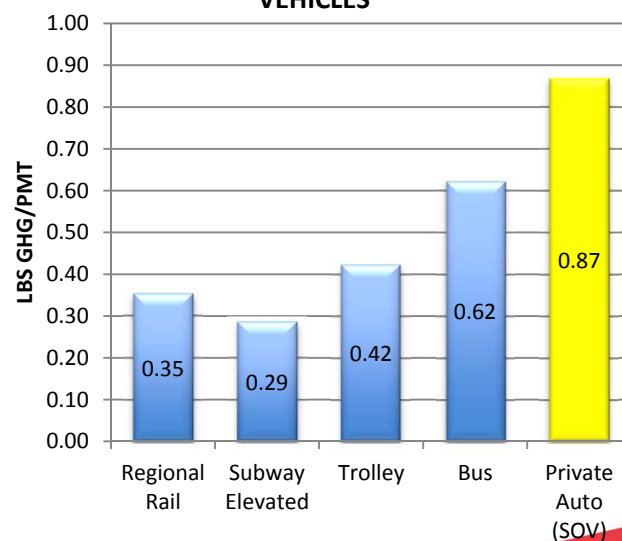
FY2017 YEAR TO DATE (THROUGH DEC)

	THRU DEC: FY2017	FY2016
➤ DIESEL (GALLONS):	7,227,219	7,204,589
➤ ELECTRICITY (KWH):	237,592,862	230,744,916
➤ GASOLINE (GALLONS):	1,198,476	1,201,033
➤ NATURAL GAS (CCF):	936,130	579,859
➤ HEATING OIL (GALLONS):	111,982	73,162
➤ STEAM (MLBS):	7,670	12,693
➤ TOTAL EMISSIONS (LBS CO2-E):	406,416,078	395,589,407
➤ PASSENGER MILES (PMT):	680,058,000	713,079,000
➤ SEPTA EMISSIONS PER PMT:	0.598	0.555
➤ [COMPARED TO DRIVE ALONE: 0.870]		

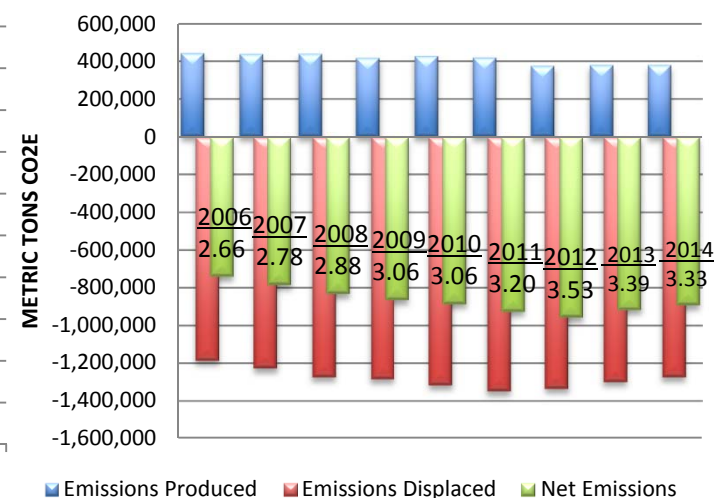
SEPTA GHG INVENTORY (CY2014)



EACH SEPTA MODE EMITS LESS GHG PER PASSENGER MILE THAN SINGLE OCCUPANCY VEHICLES



SEPTA REDUCES REGIONAL TRANSPORTATION GHG BY MORE THAN 3:1



Source: SEPTA Strategic Planning & Analysis, GHG Inventory

SEPTA STAT KPI – THRU DEC 2016

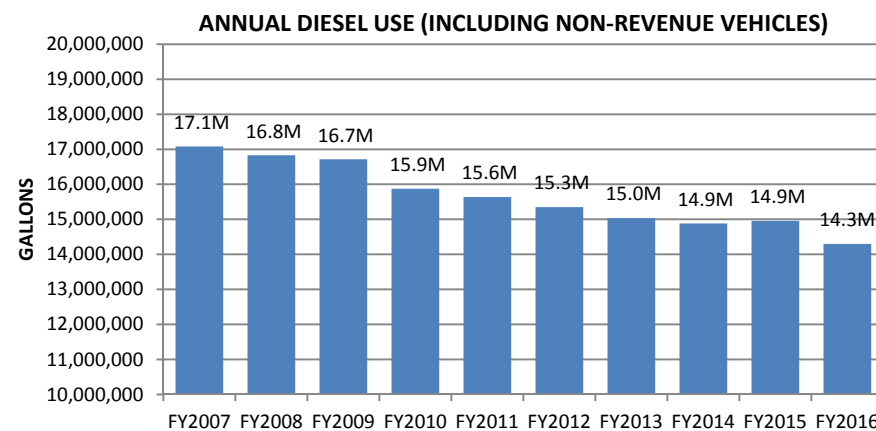
RESOURCE MANAGEMENT

DIESEL FUEL CONSUMPTION



FY2017 YEAR TO DATE (THROUGH DEC)

DIESEL VS. HYBRID						BY FLEET							
FISCAL YEAR TO DATE	DIESEL OR HYBRID	MILES	GALLONS	MPG	HYBRID SAVINGS	FLEET	DIESEL / HYBRID	MILES	GALLONS	MPG			
FY2014	DIESEL*	13,581,482	4,748,452	2.86	41%	1996 NABI 416.08	DIESEL	140	272	0.51			
	HYBRID	9,023,318	2,233,036	4.04		2000 ELDORADO TRANSMRKRE29	DIESEL	144,211	41,496	3.48			
	TOTAL*	22,604,800	6,981,488	3.24		2000 NEW FLYER D40LF	DIESEL	1,226,298	456,206	2.69			
FY2015	DIESEL*	13,251,535	4,668,522	2.84	39%	2002 NEW FLYER D40LF	DIESEL	2,417,631	907,558	2.66			
	HYBRID	9,025,290	2,290,937	3.94		2002 NEW FLYER DE40LF	HYBRID	21,288	6,593	3.23			
	TOTAL*	22,276,825	6,959,459	3.20		2003 CHAMPION DEFENDER27	DIESEL	8,377	3,215	2.61			
FY2016	DIESEL*	10,409,862	3,444,749	3.02	18%	2003 NEW FLYER DE40LF	HYBRID	292,523	88,821	3.29			
	HYBRID	11,826,051	3,311,555	3.57		2004 NEW FLYER D40LF	DIESEL	4,332,231	1,304,744	3.32			
	TOTAL*	22,235,913	6,756,304	3.29		2005 NEW FLYER D40LF	DIESEL	2,533,729	710,097	3.57			
FY2017	DIESEL*	10,681,198	3,427,862	3.12	13%	2008 NEW FLYER DE40LF	HYBRID	1,502,127	383,865	3.91			
	HYBRID*	11,675,795	3,302,227	3.54		2009 NEW FLYER DE40LF	HYBRID	1,955,572	542,625	3.60			
	TOTAL*	22,356,993	6,730,089	3.32		2010 NEW FLYER DE40LF	HYBRID	2,411,317	540,503	4.46			
BY LOCATION						2011 NEW FLYER DE40LF	HYBRID	1,576,060	408,084	3.86			
LOCATION	DIESEL OR HYBRID	MILES	GALLONS	MPG	HYBRID SAVINGS	2013 NOVA NOVA LFS HEV - 60	HYBRID	1,015,045	390,351	2.60			
						2014 NOVA NOVA LFS HEV - 60	HYBRID	497,791	221,758	2.24			
FRONTIER	DIESEL	1,836,855	423,213	4.34	13%	2014 NOVA NOVA LFS HEV - 40	HYBRID	1,320,091	333,965	3.95			
						2015 NOVA NOVA LFS HEV - 60	HYBRID	688,638	231,029	2.98			
110 VICTORY	HYBRID	754,399	148,637	5.08	13%	2016 NOVA NOVA LFS HEV - 60	HYBRID	395,343	154,633	2.56			
						2016 MIDI	DIESEL	18,581	4,274	4.35			
ALLEGHENY	DIESEL	2,230,334	650,089	3.43	13%	ANNUAL DIESEL USE (INCLUDING NON-REVENUE VEHICLES)							
						HYBRID	1,225,301	263,734	4.65	17.1M	16.8M	16.7M	15.9M
DIESEL*	1,659,285	607,197	2.73	17,000,000	16,000,000								
						HYBRID*	1,349,148	507,837	2.66	FY2007	FY2008	FY2009	FY2010
DIESEL	958,827	269,112	3.56	17,000,000	16,000,000								
						COMLY	DIESEL*	552,142	177,284	3.11	17,000,000	16,000,000	15,000,000
HYBRID*	2,074,086	540,637	3.84	17,000,000	16,000,000								
						FRANKFORD	DIESEL	1,226,652	449,053	2.73	17,000,000	16,000,000	15,000,000
HYBRID	646,052	172,822	3.74	17,000,000	16,000,000								
						GERMANTOWN	DIESEL	171,169	48,985	3.49	17,000,000	16,000,000	15,000,000
MIDVALE	DIESEL*	1,342,564	508,835	2.64	17,000,000								
						HYBRID*	3,328,427	981,539	3.39	17,000,000	16,000,000	15,000,000	14,000,000
SOUTHERN	DIESEL	1,972,334	662,566	2.98	17,000,000								
						HYBRID	1,029,418	318,549	3.23	17,000,000	16,000,000	15,000,000	14,000,000



* INCLUDES 60-FOOT ARTICULATED BUSES

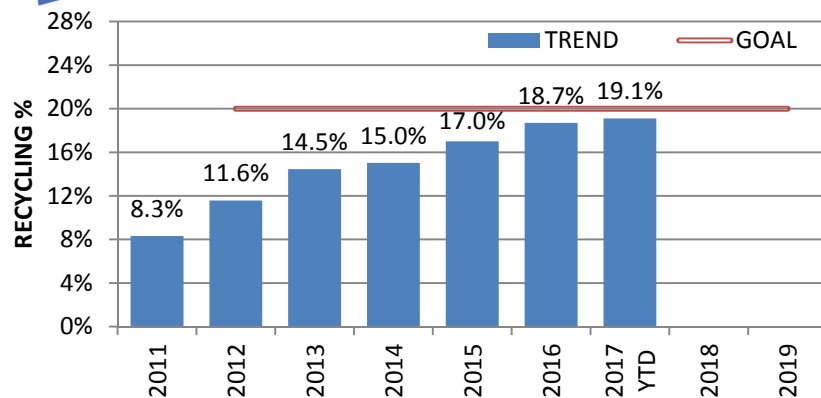
SEPTA STAT KPI – THRU DEC 2016

RESOURCE MANAGEMENT

WASTE DIVERSION RATE



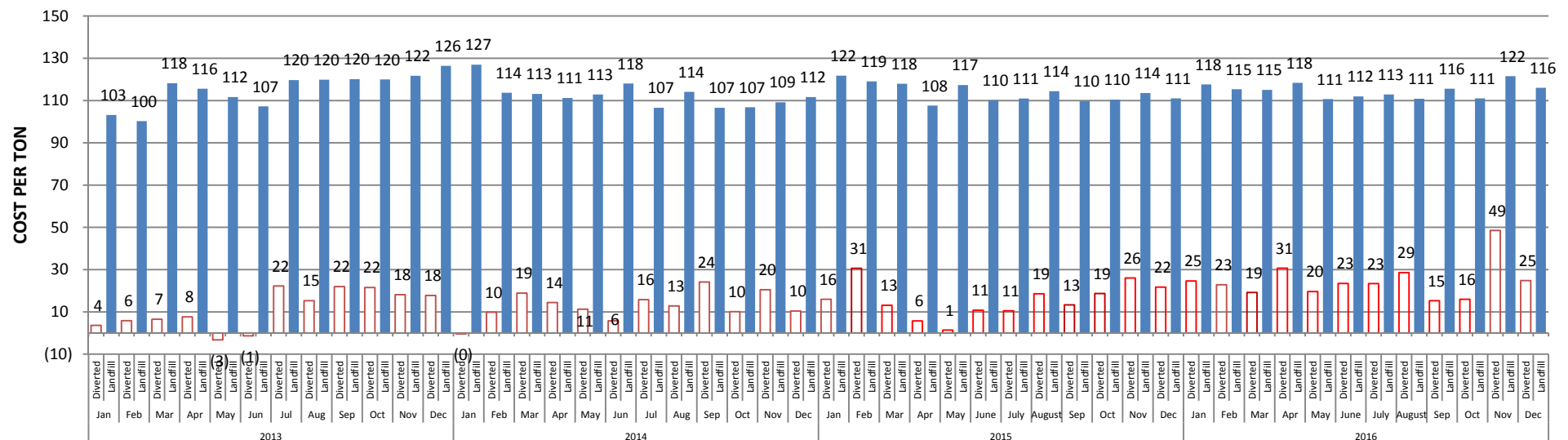
WASTE DIVERSION RATE



FY2017 YEAR TO DATE (THROUGH DEC)

	THRU DEC:	FY2017	FY2016
➤ MUNICIPAL RECYCLING (TONS):		288	334
➤ MUNICIPAL WASTE (TONS):		1,223	1,397
➤ WASTE DIVERSION RATE:		19.1%	19.3%

COST PER TON



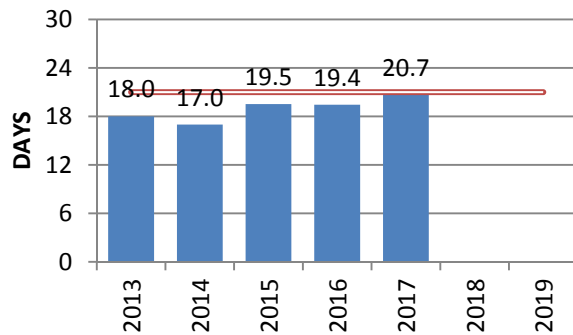
RESOURCE MANAGEMENT

PROCUREMENT TURNAROUND TIME



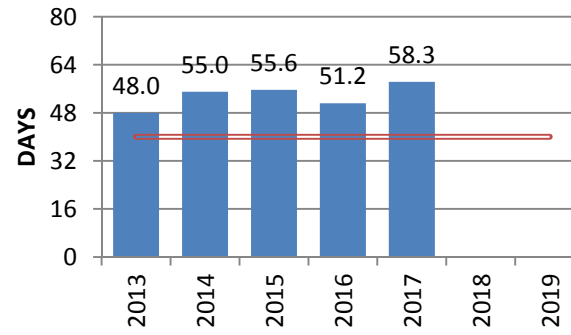
FY2017 (THROUGH DEC)

PROCUREMENT TURNAROUND TIME
\$0-25,000



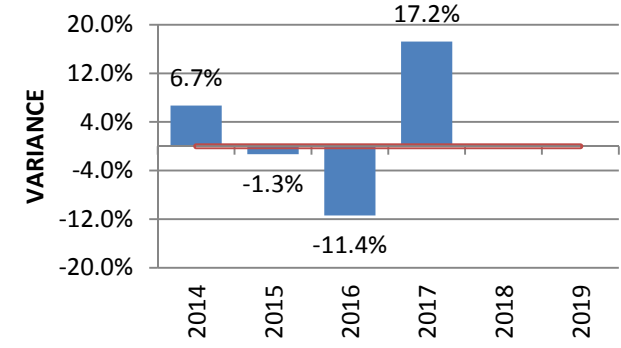
TREND GOAL

PROCUREMENT TURNAROUND TIME
\$25,000-100,000



TREND GOAL

PROCUREMENT TURNAROUND TIME
\$100,000 & ABOVE



TREND GOAL

PROCUREMENT SIZE	MONTH	Jul-14	SEP-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	SEP-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16
\$0-25K	ACTUAL	19.1	17.7	18.8	16.6	17.2	20.4	22.9	18.5	22.1	20.6	19.5	21.0	23.1	16.9	18.7	19.3	18.4	17.8	19.3	18.7	20.3	19.0	23.0	19.0	19.6	18.3	18.2	16.6	28.0	26.4
	GOAL	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0
\$25-100K	ACTUAL	49.8	44.1	55.6	67.0	56.7	63.6	58.9	67.0	47.6	55.7	51.9	50.0	55.6	69.0	32.6	60.0	56.3	43.0	61.5	51.3	62.3	43.4	44.2	60.9	60.9	41.5	126	55.0	44.8	21.9
	GOAL	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0
\$100K+	ACTUAL	-1.3% (VS. GOAL)												-11.4% (VS. GOAL)										17.2% (VS. GOAL)							
	GOAL	+0.00% (VARIANCE TO GOAL)																													

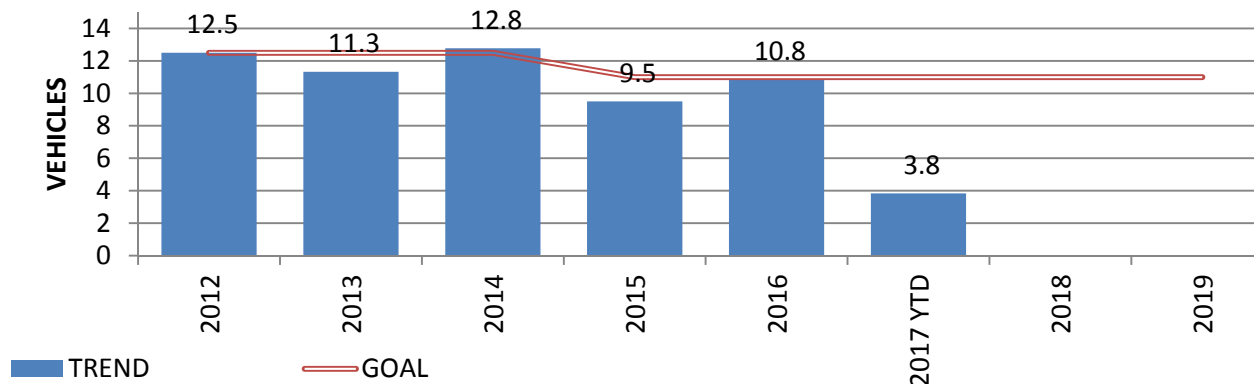
RESOURCE MANAGEMENT

MATERIAL AVAILABILITY INDICATOR



FY2017 YEAR TO DATE (THROUGH DEC)

BUS FLEET



	FY2016												FY2017											
	JUL	AUG	SEP	OCT	DEC	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	DEC	DEC	JAN	FEB	MAR	APR	MAY	JUN
ALL	1	1	5	4		1	3		3	1					1	1	1	2						
CAL		1		2				1	3	2							2	1						
COM		2	3	5	1				1		2	3	1											
FRA	1				1	1								1			1	1						
FRTT	3	1	2		1	1	1	3		2	4	2	1	1										
MID	1	3	9	6	1	2		3	1	2	3	2		1		2	1	1						
SOU	2	1	1	3	1		1		3			1	1											
VIC			1	1	1						1							2						
FRO				1	5			2				1					1							
TOT	8	9	21	22	14	5	5	9	11	7	10	9	3	3	1	3	6	7						
AVG	8.0	8.5	12.7	15.0	14.8	13.2	12.0	11.6	11.6	11.1	11.0	10.8	3.0	3.0	2.3	2.5	3.2	3.8						

Source: SEPTA Procurement & Supply Chain Management

SEPTA STAT KPI – THRU DEC 2016

RESOURCE MANAGEMENT

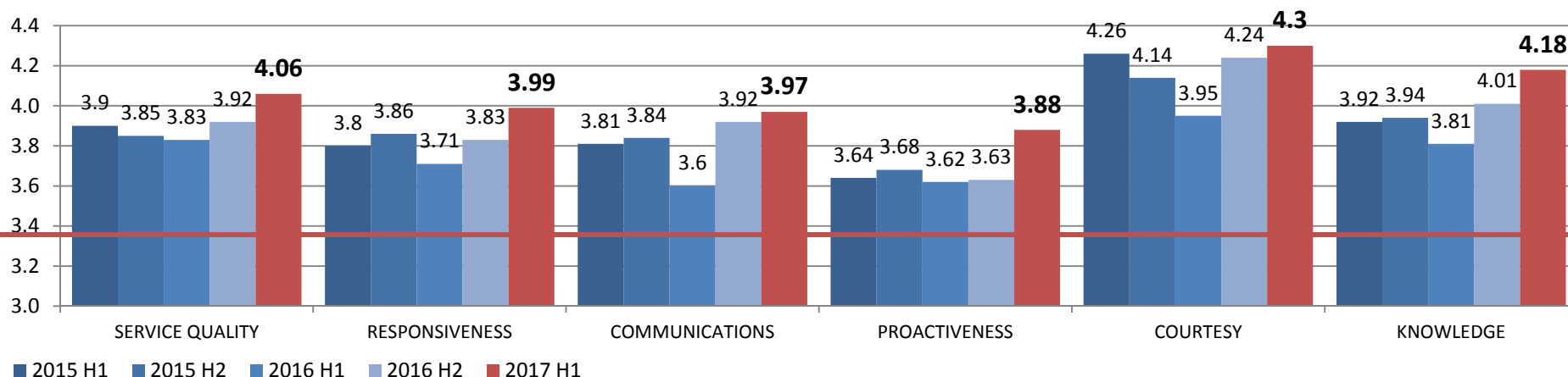
INTERNAL SATISFACTION – PROCUREMENT



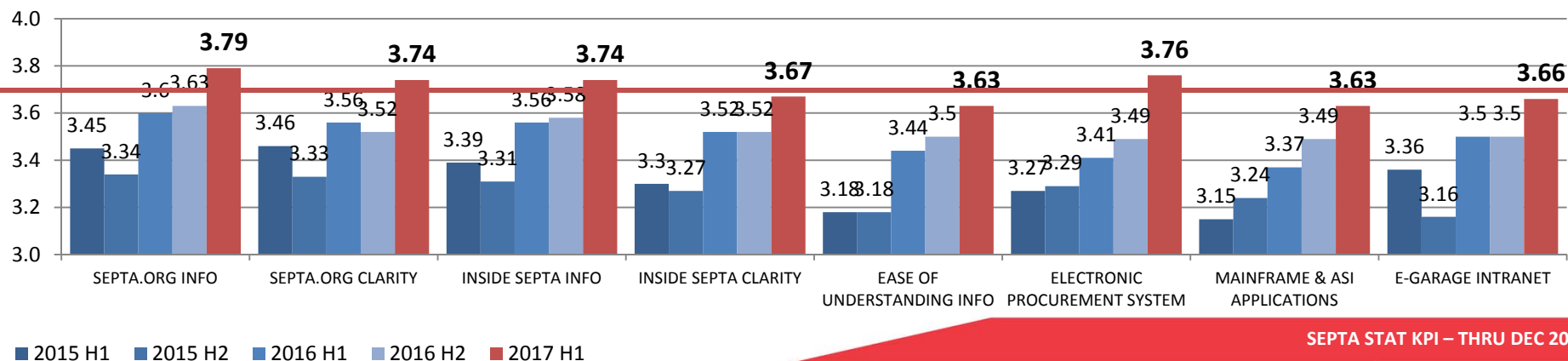
**FY2017 YEAR
(THROUGH H1)**

SUMMARY RESULTS	TOTAL	2015 H1	2015 H2	2016 H1	2016 H2	2017 H1
RESPONDENTS	349	122	92	43	92	73
OVERALL SATISFACTION	3.62	3.68	3.60	3.48	3.59	3.90
SATISFACTION WITH OUTCOME	3.65	3.68	3.64	3.67	3.62	3.84
% RIGHT VENDOR WAS SELECTED	85.84%	87.50%	88.89%	82.93%	81.40%	88.73%

SATISFACTION WITH PROCUREMENT STAFF - MOST RECENT EXPERIENCE



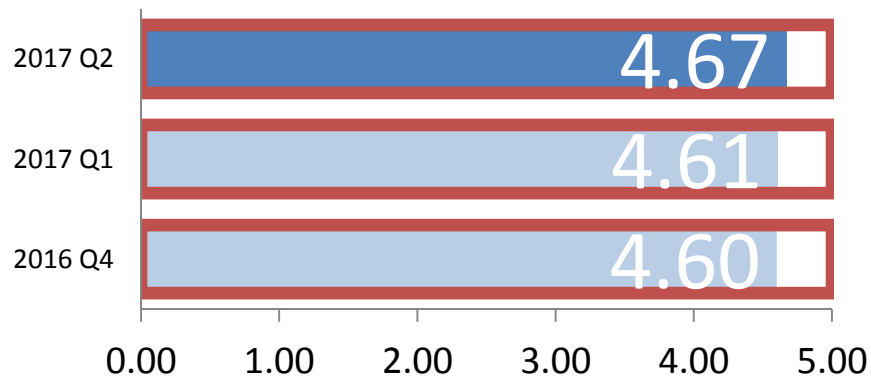
SATISFACTION WITH PROCUREMENT PROCESS - MOST RECENT EXPERIENCE



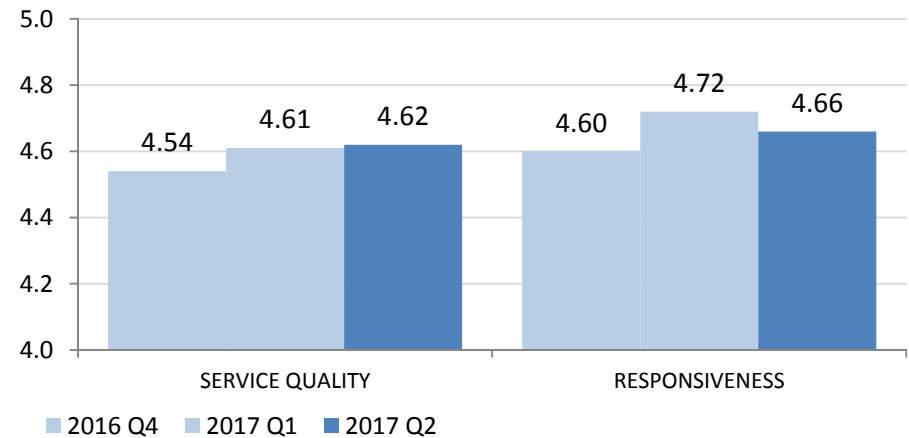
SEPTA STAT KPI – THRU DEC 2016

NEW MEASUREMENT SCALE BEGINNING FY2017 Q4

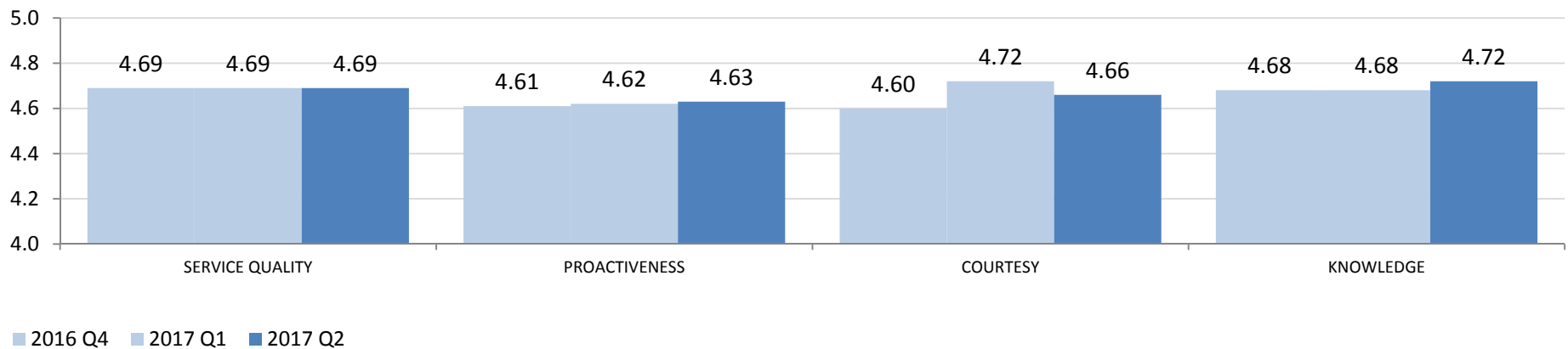
OVERALL SATISFACTION



SATISFACTION WITH HELP DESK STAFF



SATISFACTION WITH IT TECHNICAN STAFF

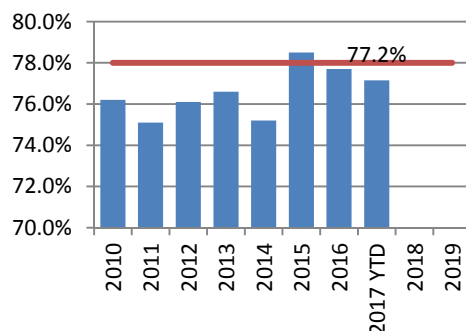


THE CUSTOMER EXPERIENCE

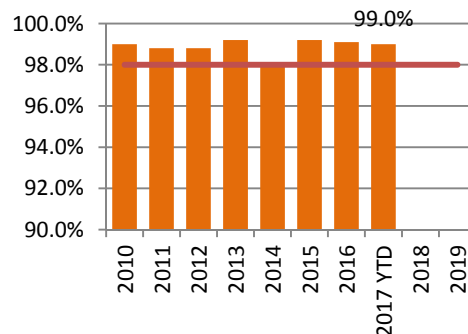
SERVICE RELIABILITY (ON-TIME PERFORMANCE)



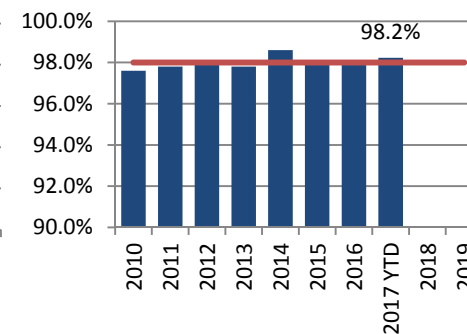
BUS & TROLLEY BUS



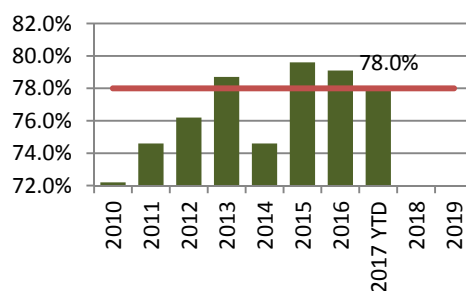
BROAD STREET LINE



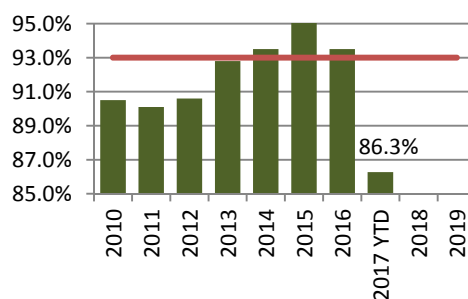
MARKET-FRANKFORD LINE



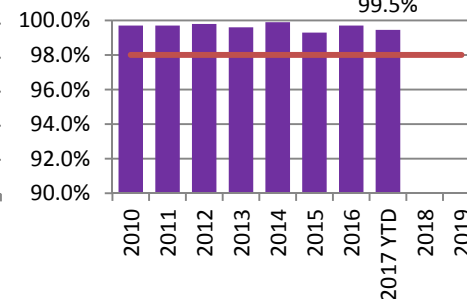
CITY TROLLEYS



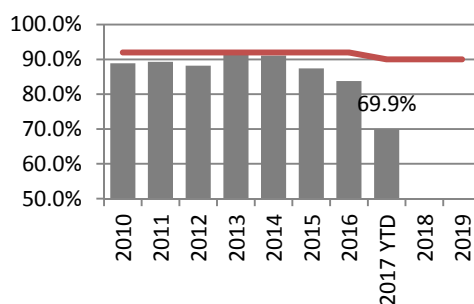
MEDIA-SHARON HILL LINES



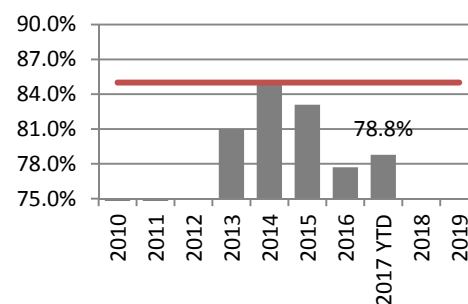
NORRISTOWN HIGH-SPEED LINE



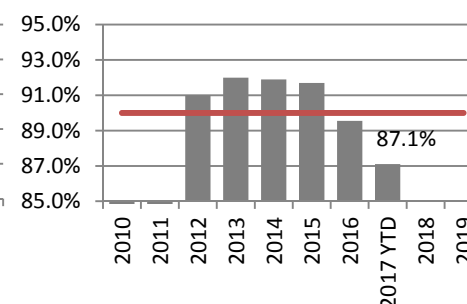
REGIONAL RAIL



CCT-CITY



CCT-SUBURBAN



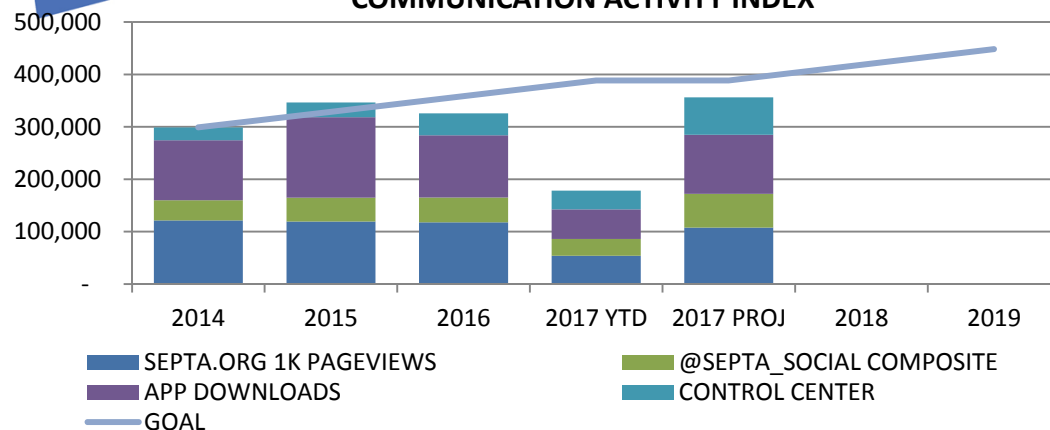
**FY2017
YEAR TO
DATE
(THROUGH
DEC)**

THE CUSTOMER EXPERIENCE

COMMUNICATIONS



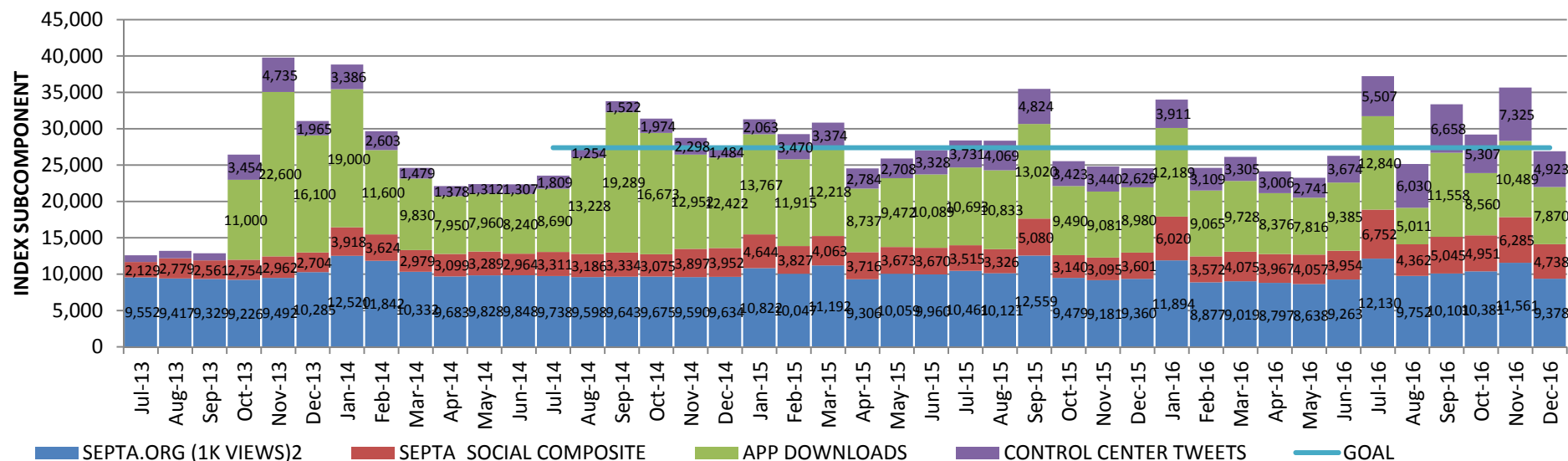
COMMUNICATION ACTIVITY INDEX



FY2017 YEAR TO DATE (THROUGH DEC)

	THRU DEC:	FY2017	FY2016
➤ SEPTA.ORG TRAFFIC (1K)		63,303	61,160
➤ CONTROL CENTER TWEETS:		35,750	22,116
➤ APP DOWNLOADS:		56,328	62,237
➤ SEPTA_SOCIAL COMPOSITE:		32,133	21,757
➤ TOTAL ACTIVITY INDEX:		187,514	167,270

INDEX CATEGORIES BY MONTH



SEPTA STAT KPI – THRU DEC 2016

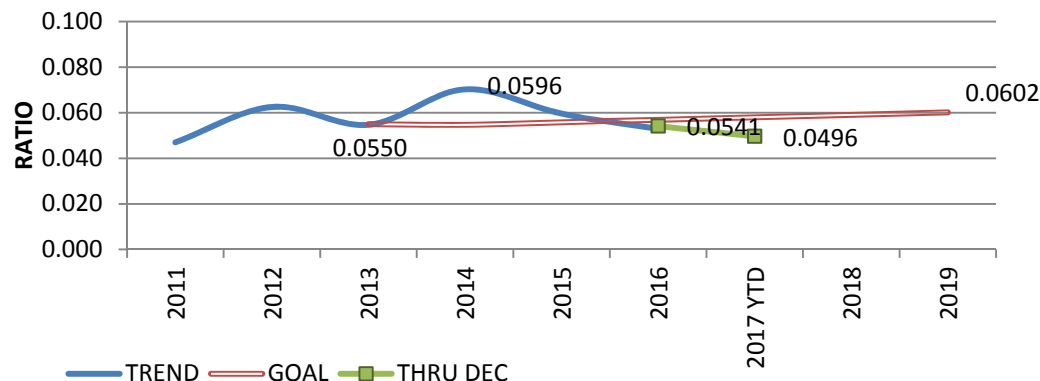
Source: SEPTA Control Center, Information Technology, Customer Service Departments

THE CUSTOMER EXPERIENCE

COMMENDATIONS/ COMPLAINTS



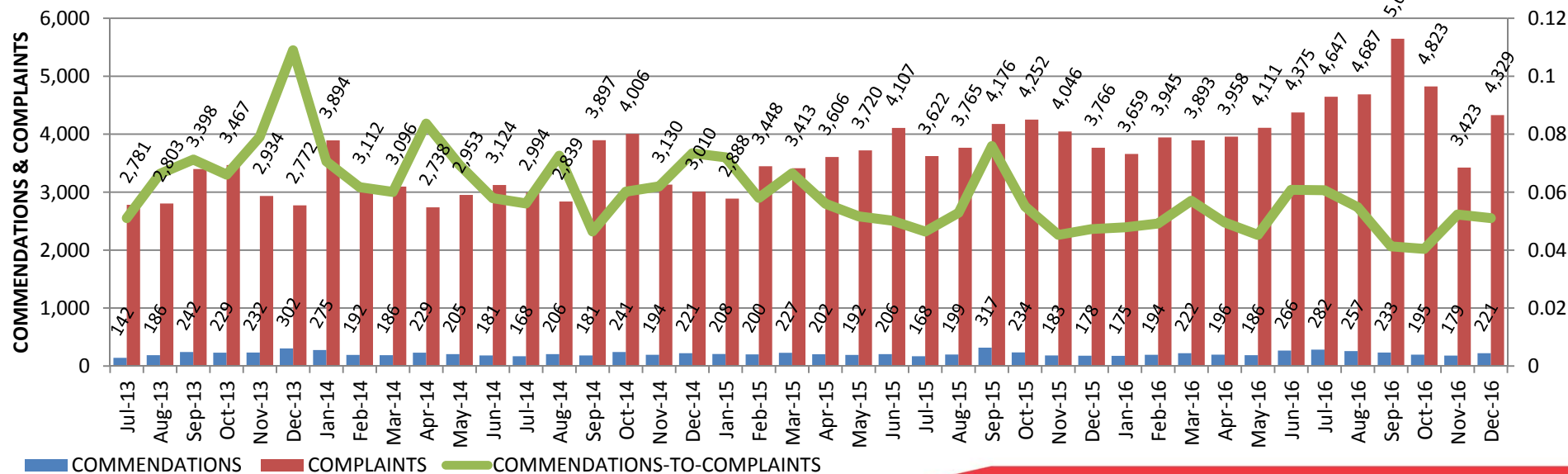
COMMENDATIONS-TO-COMPLAINTS



FY2017 YEAR TO DATE (THROUGH DEC)

	THRU DEC:	FY2017	FY2016
➤ COMMENDATIONS:		1,367	1,279
➤ COMPLAINTS:		27,556	23,627
➤ RATIO:		0.0496	0.0541

COMMENDATIONS & COMPLAINTS BY MONTH



Source: SEPTA Veritas Reports

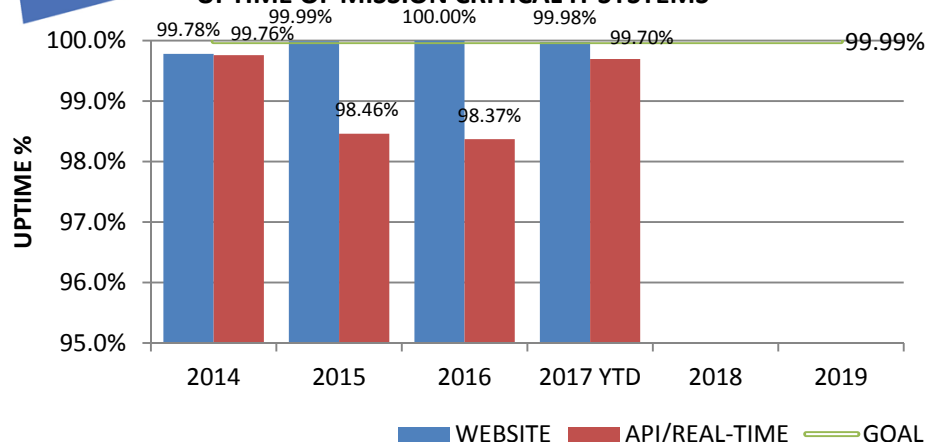
SEPTA STAT KPI – THRU DEC 2016

THE CUSTOMER EXPERIENCE

IT UPTIME

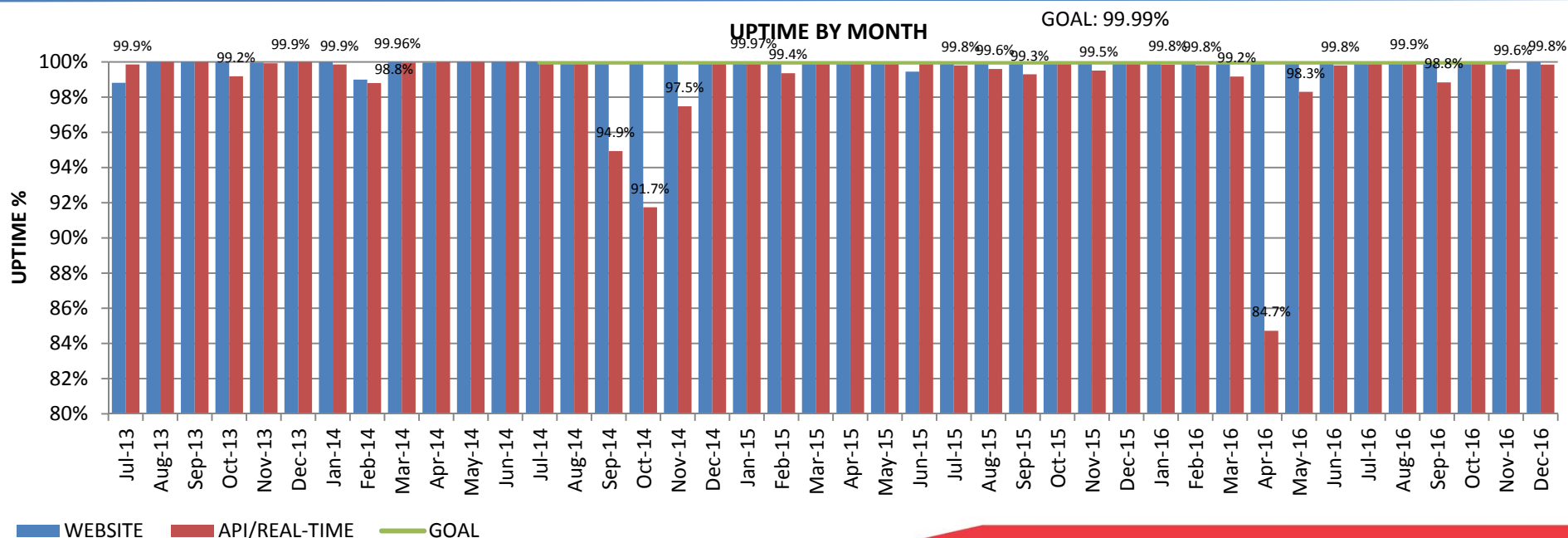


UPTIME OF MISSION CRITICAL IT SYSTEMS



FY2017 YEAR TO DATE (THROUGH DEC)

	THRU DEC:	FY2017	FY2016
➤ WEBSITE TOTAL DOWN:		1 HR	0 HRS
➤ WEBSITE UPTIME:		99.98%	100%
➤ API/REALTIME TOTAL DOWN:		13.8 HRS	13.2 HRS
➤ API/REALTIME UPTIME:		99.70%	99.71%



Source: SEPTA Information Technology Department

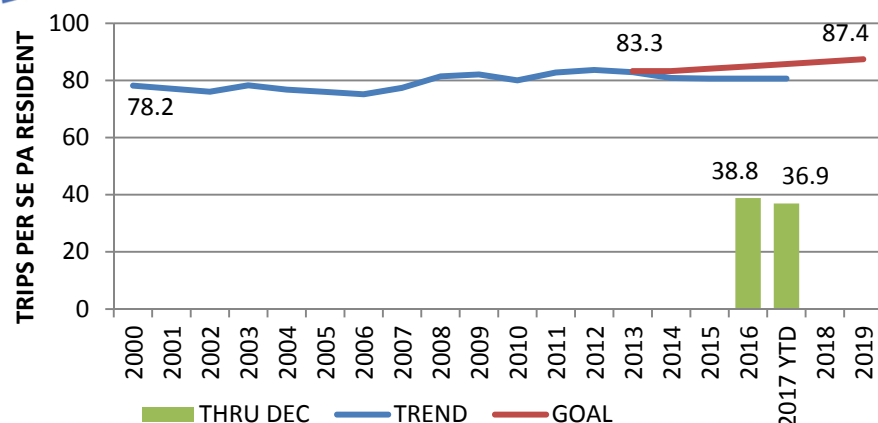
SEPTA STAT KPI – THRU DEC 2016

FINANCIAL EFFICIENCY

UNLINKED TRIPS PER CAPITA



UNLINKED PASSENGER TRIPS PER CAPITA

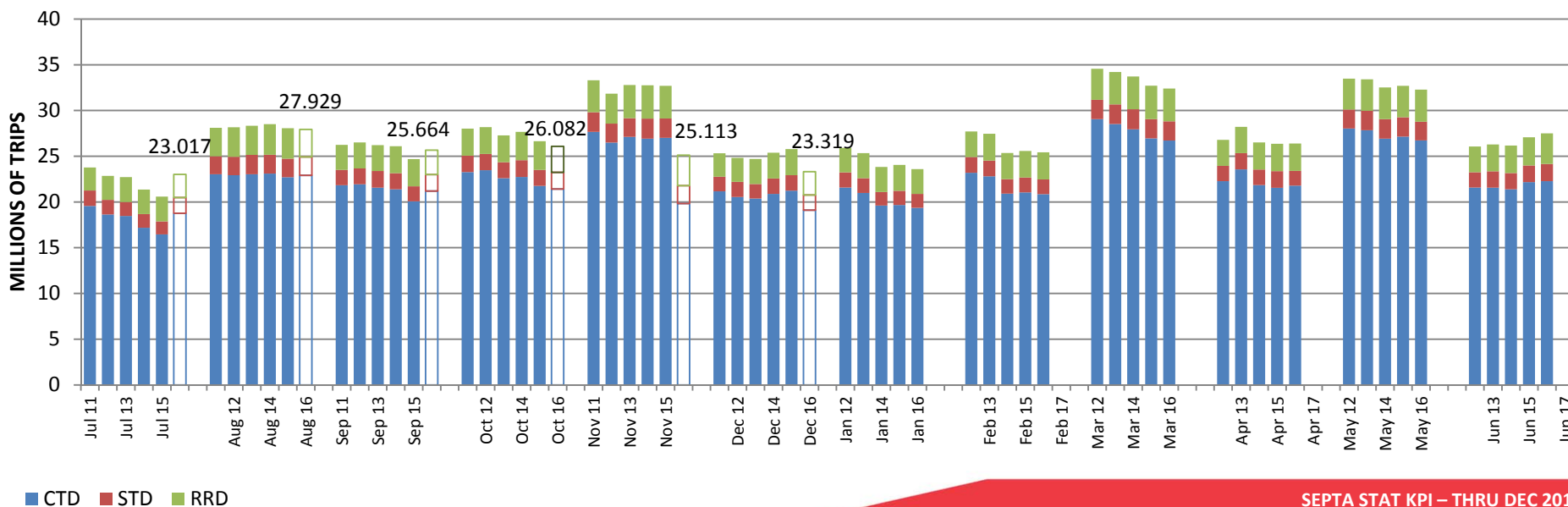


FY2017 YEAR TO DATE (THROUGH DEC)

	THRU DEC:	FY2017	FY2016
➤ UNLINKED PASSENGER TRIPS:		151,125,000	158,461,000
➤ REGIONAL POPULATION:		4,093,906	4,081,026
➤ TRIPS PER CAPITA:		36.9	38.8

➤ **NOTE:** July FY17 ridership contains 1 more fiscal week than July FY16, to be offset in June FY17

UNLINKED PASSENGER TRIPS BY MONTH



Source: SEPTA Board Report

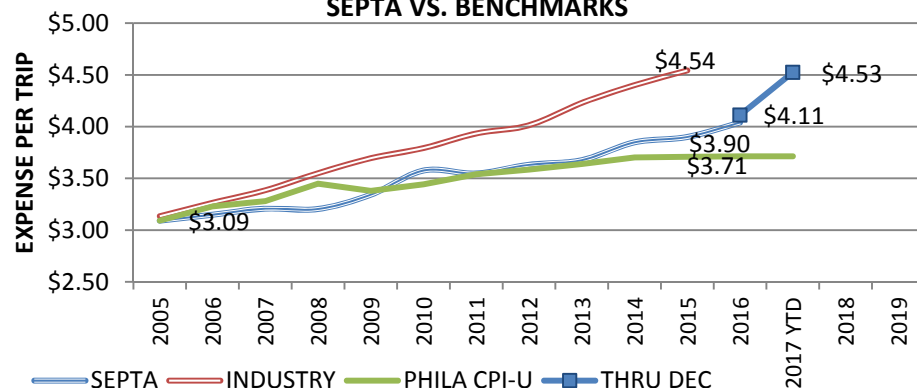
SEPTA STAT KPI – THRU DEC 2016

FINANCIAL EFFICIENCY

OPERATING EXPENSES PER UNLINKED TRIP



OPERATING EXPENSES PER UNLINKED PASSENGER TRIP
SEPTA VS. BENCHMARKS

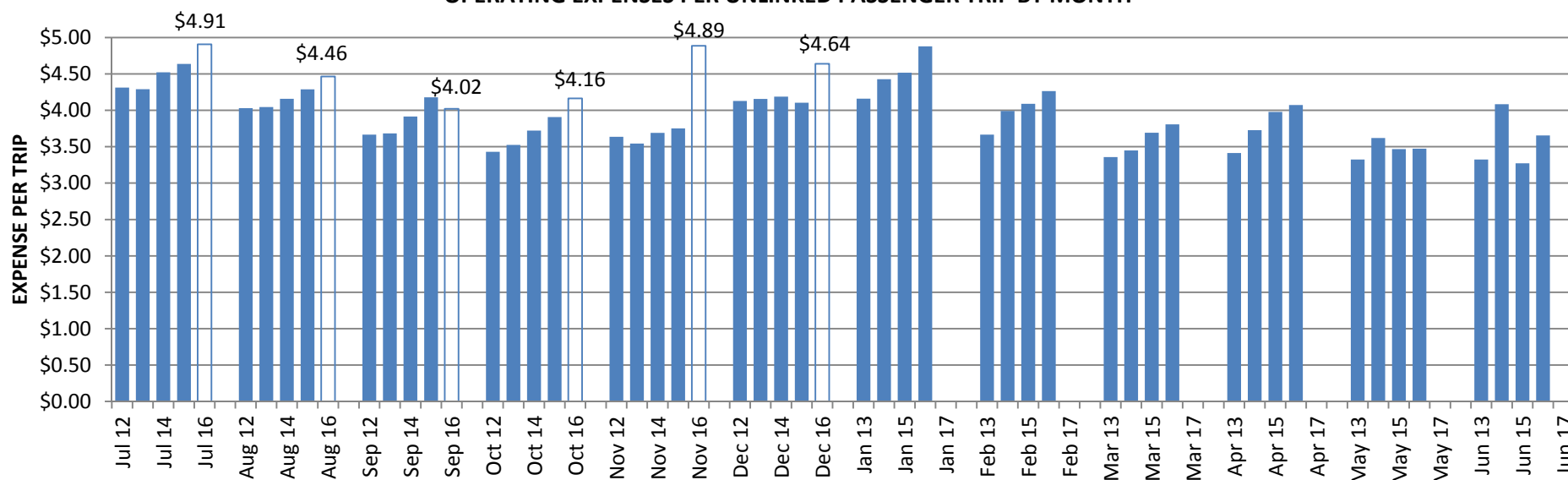


FY2017 YEAR TO DATE (THROUGH DEC)

	THRU DEC:	FY2017	FY2016
➤ OPERATING EXPENSE:		\$683,898,000	\$651,586,000
➤ UNLINKED PASSENGER TRIPS:		151,125,000	158,461,000
➤ OPERATING EXPENSE PER TRIP:		\$4.53	\$4.11

➤ **NOTE:** July FY17 ridership contains 1 more fiscal week than July FY16, to be offset in June FY17

OPERATING EXPENSES PER UNLINKED PASSENGER TRIP BY MONTH



Source: SEPTA Board Report, National Transit Database

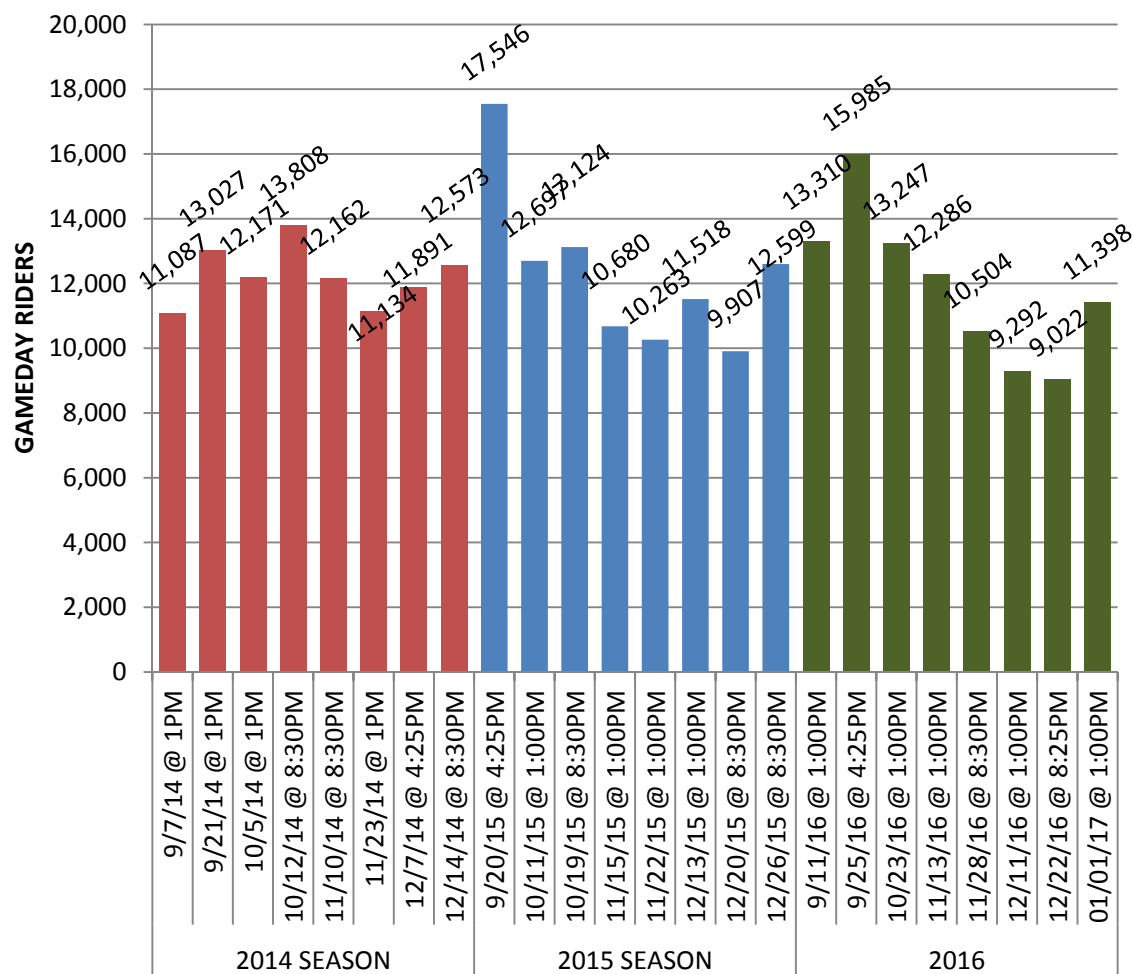
SEPTA STAT KPI – THRU DEC 2016

FINANCIAL EFFICIENCY

MARKETING PARTNERSHIPS



EAGLES GAMEDAY RIDERSHIP



PHILADELPHIA EAGLES HOME GAMES AVERAGE REGULAR SEASON TOTALS

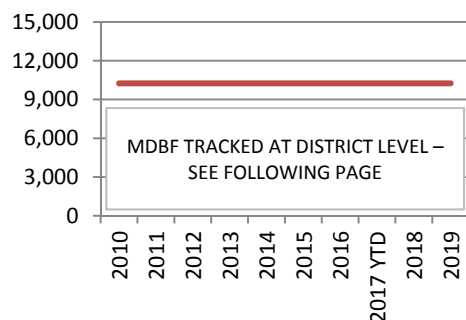
➤ 2007:	7,900	(+50%)
➤ 2008:	8,200	
➤ 2009:	7,900	
➤ 2010:	8,600	
➤ 2011:	8,440	
➤ 2012:	8,500	
➤ 2013:	10,200	
➤ 2014:	12,300	(-3%)
➤ 2015:	12,345	
➤ 2016:	11,881	

STATE OF GOOD REPAIR & RELIABILITY

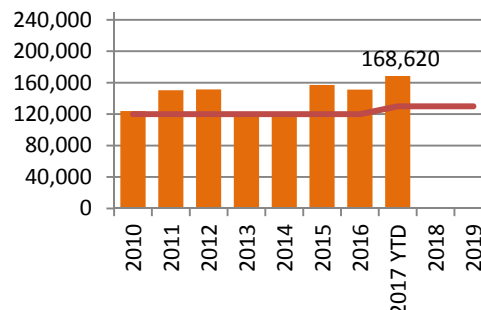
VEHICLE RELIABILITY (MEAN DISTANCE BETWEEN FAILURES)



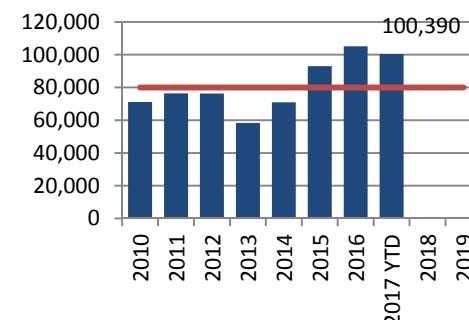
BUS & TROLLEY BUS



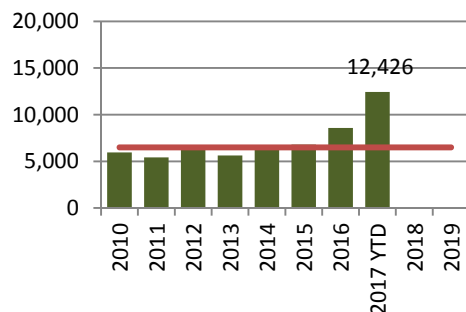
BROAD STREET LINE



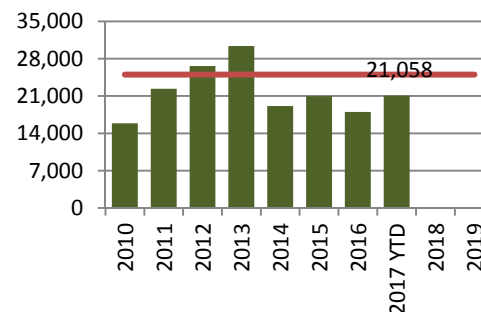
MARKET-FRANKFORD LINE



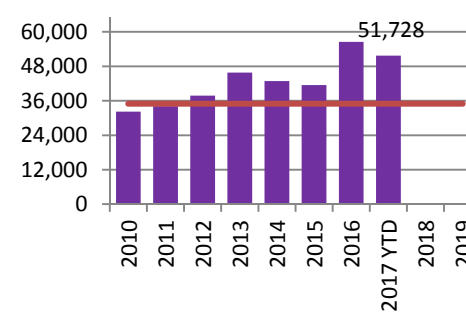
CITY TROLLEYS



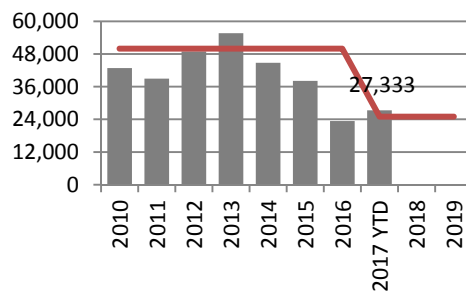
MEDIA-SHARON HILL LINES



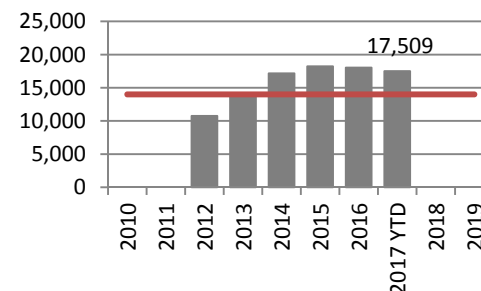
NORRISTOWN HIGH-SPEED LINE



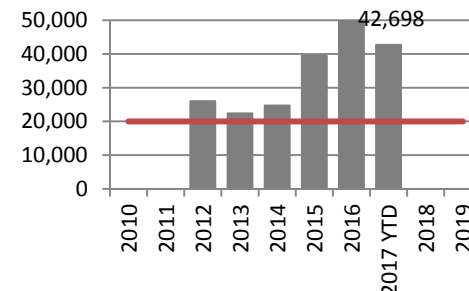
REGIONAL RAIL



CCT - CITY



CCT - SUBURBAN



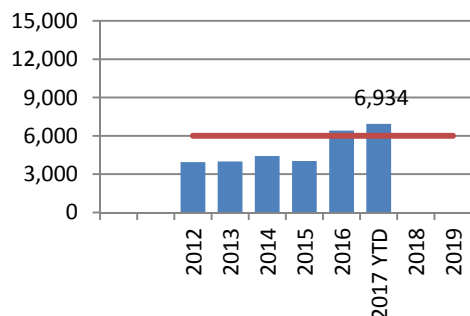
**FY2017
YEAR TO
DATE
(THROUGH
DEC)**

STATE OF GOOD REPAIR & RELIABILITY

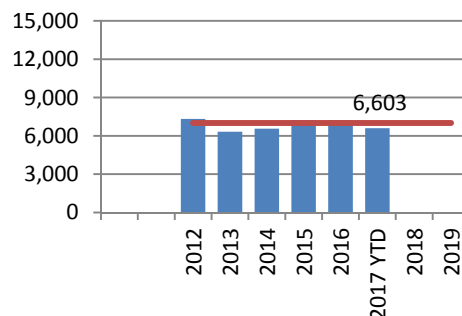
VEHICLE RELIABILITY (MEAN DISTANCE BETWEEN FAILURES)



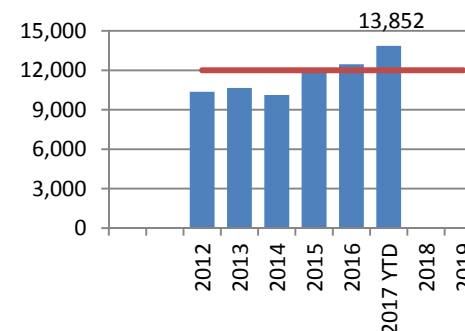
ALLEGHENY



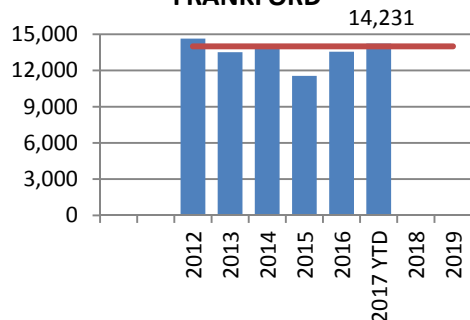
CALLOWHILL



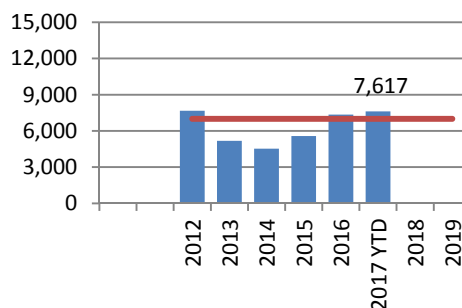
COMLY



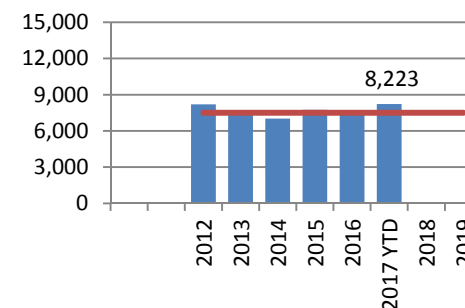
FRANKFORD



MIDVALE

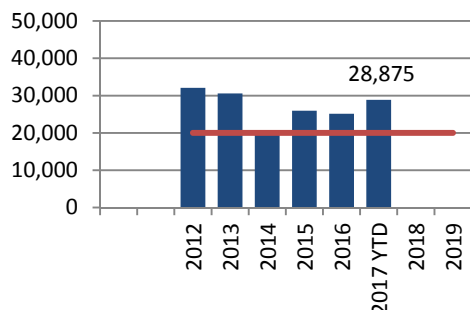


SOUTHERN

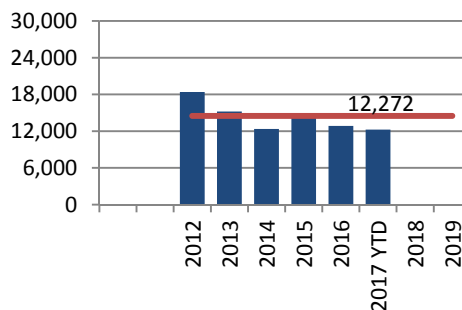


**FY2017
YEAR TO
DATE
(THROUGH
DEC)**

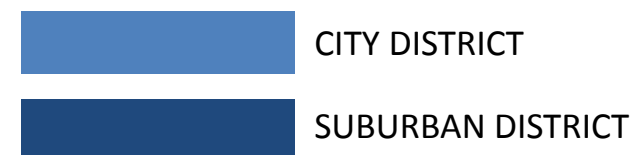
FRONTIER



110 VICTORY



SEPTA BUS OPERATING LOCATIONS



STATE OF GOOD REPAIR & RELIABILITY

BUS & RAIL VEHICLE REPLACEMENT PROGRESS UPDATES



FY2017 YEAR TO DATE (THROUGH DEC)



Source: SEPTA Vehicle Engineering

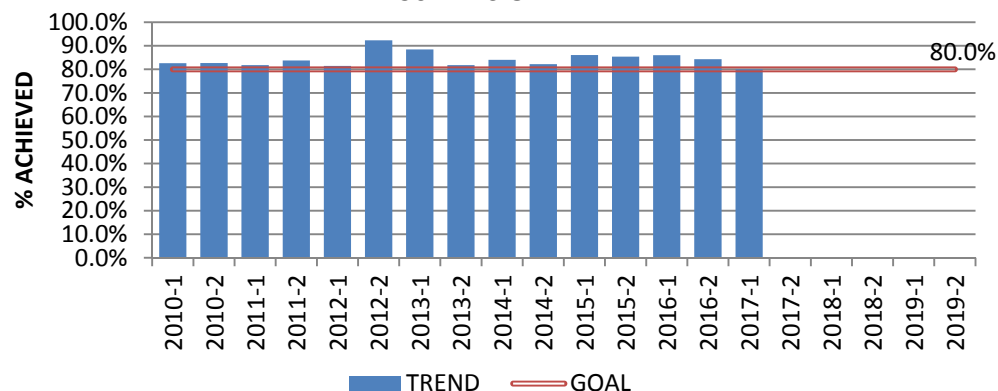
SEPTA STAT KPI – THRU DEC 2016

STATE OF GOOD REPAIR & RELIABILITY

MAJOR PROJECT MILESTONES



ACHIEVEMENT OF PROJECT MILESTONES WITHIN 90 DAYS OF DEADLINE



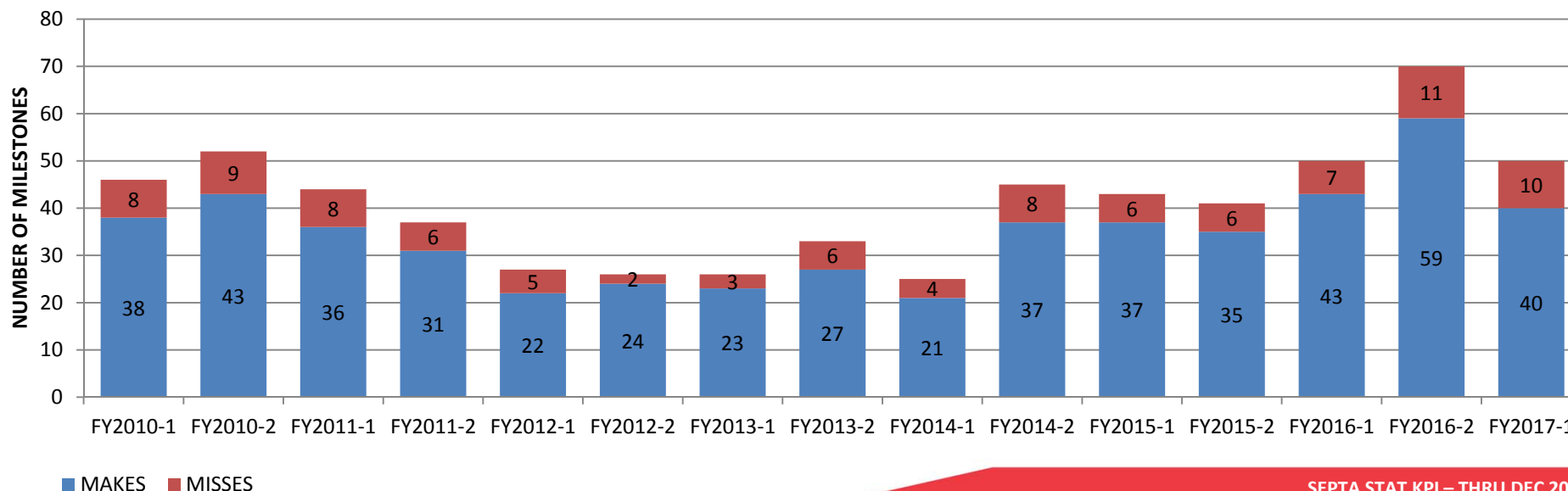
JAN-JUN 2016:

- MAJOR PROJECT DEADLINES: 70
- COMPLETED WITHIN 90 DAYS: 59
- % ACHIEVEMENT: 84.3%

JUL-DEC 2016:

- MAJOR PROJECT DEADLINES: 50
- COMPLETED WITHIN 90 DAYS: 40
- % ACHIEVEMENT: 80.0%

MAJOR PROJECT MILESTONES MADE & MISSED BY SIX-MONTH PERIOD



Source: SEPTA EM&C Project Control Department

SEPTA STAT KPI – THRU DEC 2016

EMPLOYEE GROWTH

WORKFORCE DEVELOPMENT



2011 - 2013	2014	2015	2016	2017	2018	2019
"ADVANCING INTERNAL MANAGEMENT" (AIM) FOR: SENIOR-LEVEL KEY STRATEGIC POSITIONS						
2016 UPDATE: ➤ Progress: 2 for 2 key strategic positions filled from pool; 7 promotions into other positions ➤ Target: 50% Fill Rate by 2019						
➤ FTA Awards \$100K Innovative Workforce Development Grant to SEPTA ➤ AIM Planning Initiated ➤ 9 Key Positions Identified, 26 Candidates selected ➤ Transit Leadership Development Toolkit provided to as a resource for transit agency succession planning	➤ Begin pool development ➤ Mentoring Program ➤ Development Goals ➤ Monthly Programming	➤ Monthly Program Continued ➤ Development Goals Achieved ➤ 22 participants graduate	➤ Program Review			
➤ AIM Program replaced with an Executive Development Certificate				➤ Procurement of new courses for executive/senior management level ➤ Start program in March/April		

EMPLOYEE GROWTH

WORKFORCE DEVELOPMENT



2011 - 2013	2014	2015	2016	2017	2018	2019
AIM ASSISTANT DIRECTOR						
FOR: FIRST-LEVEL MANAGERS TO BE DEVELOPED INTO ASSISTANT DIRECTORS						
2016 End-of-Year Progress Report:						
➤ 27 Participants Graduated 12/1/16 - 11 promotions and 3 in pools						
➤ Feasibility Study and Field Research conducted	➤ Executive-Level notice to proceed ➤ Program and Selection process developed	➤ Pool of 28 selected and development begins	➤ Development Continues ➤ Graduation for 27 completed on 12/1/2016 ➤ AIM AD graduates to continue participation in implementation of team projects	➤ Phase II Pool initiated, posting, selection and launch of Phase II AIM AD to be complete by Spring ➤ Similar program with reduced scope for Incumbent ADs in the works	➤ Phase II AIM AD Pool graduation in May 2018 ➤ Recruitment and Selection of Phase III AIM AD Pool late 2018	➤ Projected Graduation AIM AD III Pool late 2019 ➤ Re-evaluation of priority positions in EM&C and Operations Line Management for succession planning
FUTURE PROGRAMS UNDER CONSIDERATION						
AIM FIRST-LEVEL MANAGER						
FOR: HOURLY TO BE DEVELOPED INTO FIRST-LEVEL MANAGERS						

EMPLOYEE GROWTH

DIVERSITY



CONTINUED INCREMENTAL IMPROVEMENT FROM ONGOING FOCUS ON WOMEN AND MINORITY HIRING EFFORTS

JOB CATEGORY	GOAL AREA	REFERENCE BASELINE			TREND (AS OF:)							PROGRESS 7/13-7/15	TARGET 7/1/19	GAP
		7/1/08	7/1/13	7/1/14	7/1/15	10/1/15	1/1/16	4/1/16	7/1/16	10/1/16	1/1/17			
MANAGEMENT (CURRENT TOTAL: 1,135)	MINORITY	36.2% (390)	39.3% (431)	39.8% (435)	42.0% (473)	42.7% (481)	43.9% (472)	43.8% (481)	44.4% (499)	44.9% (511)	45.8% (520)	+6.5% (+79)	43.0%	
	WOMEN	14.5% (156)	16.4% (180)	16.9% (185)	17.2% (194)	17.4% (196)	18.5% (199)	18.6% (204)	19.0% (214)	19.2% (219)	20.0% (227)	+3.6% (+47)	19.0%	
PROFESSIONAL (CURRENT TOTAL: 444)	MINORITY	32.6% (119)	36.1% (143)	38.1% (155)	36.5% (155)	37.7% (162)	38.8% (166)	38.9% (172)	38.1% (167)	38.3% (169)	38.3% (170)	+2.2% (+27)	40.0%	(1.7%)
	WOMEN	30.1% (110)	34.8% (138)	35.9% (146)	36.0% (153)	35.6% (153)	35.7% (153)	34.8% (154)	35.2% (154)	33.8% (149)	34.0% (151)	-0.8% (+13)	41.0%	(6.0%)